

Recruiting Successfully in Trying Times

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New Agenda For Successful Recruitment

- The Past and The Future
- How to think about approaching your prospective students and parents this fall
- What data do you need to capture, analyze, and interpret?
- What messages need to go?
What messages have to be heard?
- Conclusions



Recruitment: The Past

- Could focus almost entirely on seniors
- Could control the process
- Could wait until admit stage to talk about cost and affordability
- Could be certain that a high percentage of campus visitors would enroll
- Could forgo building a relationship with each applicant
- Could count on the financial aid office to explain the award letter



Recruitment: The Past

- Could count on most students who deposit enrolling
- Could expect virtually everyone attending orientation to enroll
- Could expect roughly the same conversion rates from inquiry to applicant; applicant to completed applicant; admit to deposit; and deposit to enroll.
- Could treat transfers as an afterthought



Recruitment: The Past

- Could assume admissions alone can meet new student enrollment goals
- Could be successful without engaging faculty in recruitment
- Could not have to depend on athletics to help meet enrollment goals
- Could afford not to be concerned about campus life



Recruitment: The Future

- Needs to be multi-year
- Needs to be multi-media – especially social networking
- Needs to be more proactive in spite of “stealth applications”: or stated another way, you need to remain aggressive even though you can’t control the process
- Need to lead with messages of value and affordability early in the cycle



Recruitment: The Future

- Need to provide multiple opportunities to engage with the campus community – on campus and off campus (including alumni and parents)
- Needs to be “high touch” – personalized
- Need to be trained to not only make the case for affordability, but be able to explain the award letter to parents
- Need to recruit continuously right up to the first day of class



Recruitment: The Future

- Need to use data on most recent conversion rates to set goals and monitor those rates routinely to make mid-course adjustments
- Need to recruit admitted students who chose to enroll in a community college beginning immediately, in the fall of their first year – using National Student Clearinghouse StudentTracker reports
- Need to treat transfers as a top recruitment priority
- Need to understand who stays and who leaves after the first year as that will impact your future recruitment strategies



Recruitment: The Future

- Need to understand reasons for leaving after the first year and make sure admissions is “plugged into” retention research and intervention strategies – you’ll have a lot to contribute
- Need to have the faculty as fully engaged partners in recruitment
- Need to see the athletic department as a major source of new students and collaborate to be sure their rosters are full

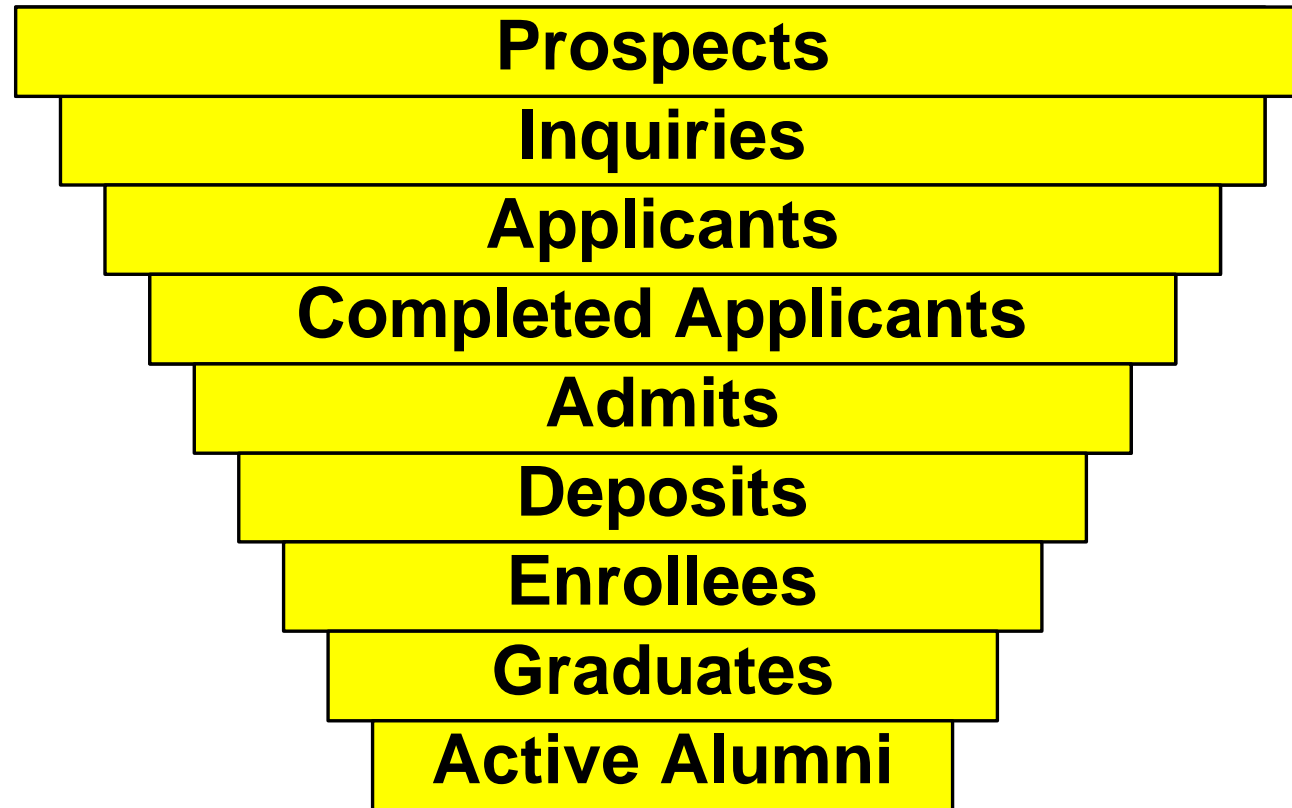


How do you approach the marketplace?

Early and often!

- Need to be engaged with prospects qualifying their level of interest in your school and understanding their preferences and goals in order to begin an informed, customized conversation.
- Don't adhere rigidly to the traditional "funnel". It no longer represents how the cycle works for all students because the funnel is now at least in part digital.

Traditional Funnel





“The Funnel” versus Reality: Why the Digital Funnel is a Vital Tool for Prospecting to GenerationTech

- The traditional funnel exists due to constraints on cost – there is only enough money for one big push.
- The traditional funnel ignores ‘branding’ because brand awareness building is too expensive.
- The traditional funnel relies on a deterministic sequence of events for each student.
- The digital funnel utilizes “rolling prospecting” – in other words, it seeks to identify prospects, applicants, and matriculants at the moment of possibility.

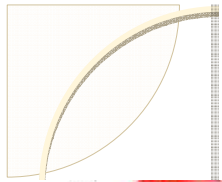
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Metrics for the Digital Funnel

- Hits
- Click-throughs
- Email open rates, email click-through rates
- Level of activity on:
 - Social networks (e.g., Facebook)
 - Micro-blogging sites (e.g., Twitter)
- Traditional link backs
- YouTube EDU views



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Strategic Recruitment: Data and Tools to Use

It's all about data and how you use it to drive strategic decision-making.

Two examples:

- Inquiry Management (for those prospects still in the traditional funnel)
- Territorial Management



Inquiry Management

- A tool for planning, tracking, and responding to demand early in the admissions process
- Need to segment by freshmen versus transfers and then within region by source
- Need to track against prior years, year-to-date and end of year
- Response strategies can/should vary by region and by source:
 - Telemarketing
 - E-mail
 - Direct mail
 - Social Networking
 - Etc.



Steps to Data-Driven Inquiry Management

- Collapse source codes
- Select regions
- Produce end-of-year report
- Set goals
- Monitor progress
- Develop conversion strategies



Collapsing Source Codes

- Need manageable and meaningful source categories – some institutions have over 200 source codes
- Still need source code detail to measure particular programs
- Applicant as a major first source is problematic



Source Code Collapsed Categories

- **Search**

- SAT Search Service (general, engineering, honors, merit, minority)
- EOS – ACT Search
- NRCCUA



Source Code Collapsed Categories

- **Outreach**
 - High School Visit
 - College Fairs
 - College Program Day/Night
 - Inquiry card
 - Music poster



Source Code Collapsed Categories

- **Self-initiated – (online)**
 - Admission e-mail request
 - FASTWeb
 - Web form request
 - Application
- **Self-initiated – (other)**
 - SAT/ACT Score
 - Letter from Student
 - Phone Call from Student
 - Walk-in
 - FAFSA
 - Campus Visit



Source Code Collapsed Categories

- **Advertise**
 - College Digest
 - Who's Who
- **Referral**



Using Inquiry Data to Develop Conversion Strategies: Qualifying Leads

- Source of inquiry
- Region/geodemographic
- Program of interest
- Activities and interests
- High school/community college
- Frequency of contacts
- Test scores
- Timing of first contact
- Other?



Using Inquiry Data to Monitor Progress

- Produce date-to-date reports weekly/monthly depending on time in admissions cycle
- Project using growth to year end
- Adjust strategies mid-stream if necessary



Goals of Territorial Management

- Ownership
- Awareness of trends
- An appreciation of regional differences
- The development of regional strategies and relationships
- Efficient targeting of resources
- Ability to make mid-course corrections
- Ability to know what worked and what did not



Creating Primary, Secondary, Tertiary Market Analysis by Region

- Primary market – The smallest number of states (counties, high schools, etc.) that produce 50% of the applications from a territory
- Secondary market – The smallest number of states (counties, high schools, etc.) that produced the next 25% of the applications from a territory
- Tertiary market – All other remaining markets in the territory

Sample Freshman Applicants by High School in Texas (Classes Entering 2006-2008 Combined)

# of Applications	# of High Schools	% of High Schools
First 1/2 applications = 684	40	13%
Next 1/4 applications = 342	65	22%
All other = 342	195	65%
1368	300	100%



Primary, Secondary, Tertiary Market Strategy Suggestions

- Primary market
 - At least 2 visits scheduled/year
 - Relationship marketing
- Secondary Market
 - One visit a year
 - Limited Relationship marketing
- Tertiary Market
 - Visit every third year
 - Direct and e-mail recruiting (e.g., newsletters)



Messages That Need To Go

- Any message that doesn't differentiate your institution in a crowded marketplace
- Hollow messages:
 - “We're affordable” – without proof statements supported with data
 - “Hands-on experience” – again with no proof statements based on data
 - “Our graduates are successful” – without proof
 - Marketing images that are not integrated with the rest of campus



Messages That Need To Be Heard

Ones that differentiate NACCAP schools from other sectors (with whom you compete)

What is your brand promise?

- Academic Quality – selectivity
- Academic Quality – faculty research
- Big time sports
- Endowment
- Convenience
- Co-branding (e.g., Denomination)
- Education of the “whole” person

For most NACCAP schools only the last two are realistic and appropriate.



Messages That Need To Be Heard

So how do you differentiate from each other?

- Size
- Specific academic programs
- What your graduates do
- Co-curricular
- “Rite of passage” experiences



Conclusion

In this “buyers” market you need to reach out and find your “customer”. You need to be able to prove your value and your affordability. You need to develop a relationship with the family as well as the student. To do all of this efficiently and effectively, you need to be data-driven and use technology as a primary recruitment tool.



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